

Diagram 22: Employment: Industry

| Category | District | Ga-Segonyana LM | Gamagara LM | Joe Morolong LM |
|--------------------|----------|-----------------|-------------|-----------------|
| Agric relate work | 1,747 | 601 | 426 | 720 |
| Mining, Quarrying | 3,217 | 747 | 1,999 | 471 |
| Manufacturing | 1,418 | 603 | 671 | 144 |
| Elec,gas,water | 247 | 113 | 18 | 116 |
| Construction | 1,044 | 451 | 310 | 283 |
| Wholesale,Retail | 2,937 | 1,759 | 746 | 432 |
| Transport, Comm | 571 | 282 | 167 | 122 |
| Business Services | 947 | 545 | 302 | 100 |
| Community Services | 6,998 | 3,943 | 1,362 | 1,693 |
| Undetermined | 163,472 | 60,082 | 16,219 | 87,171 |

(Source: Municipal Demarcation Board)

Diagram 23: Occupations

| Category | District | Ga-Segonyana LM | Gamagara LM | Joe Morolong LM |
|------------------|----------|-----------------|-------------|-----------------|
| Senior Officials | 882 | 431 | 279 | 172 |
| Professionals | 1,254 | 572 | 477 | 205 |
| Tech/Assoc Prof | 3,014 | 1,480 | 501 | 1,033 |

| | | | | |
|--------------------|-------|-------|-------|-------|
| Clerks | 2,501 | 1,336 | 751 | 414 |
| Service workers | 1,937 | 1,240 | 446 | 251 |
| Skilled agric work | 873 | 239 | 154 | 480 |
| Other | 3,260 | 1,189 | 1,609 | 462 |
| Elementary occup | 5,635 | 2,602 | 1,974 | 1,059 |
| Occupations NEC | 760 | 482 | 209 | 69 |
| Plant Operators | 1,698 | 733 | 578 | 387 |

(Source: Municipal Demarcation Board)

- Unemployment is a serious problem in the District Area. If the non-economically active part of the population is excluded from the calculation, the unemployment rate, according to the statistics above, is 44,79%.
- The area's job opportunities are provided by three primary economic sectors, which are agriculture, mining and retail.

1.6 OUR MISSION AND VISION

1.6.1 Vision:

“Working together towards a better life for all in the district”

1.6.2 Mission:

Accelerating the implementation of integrated development initiatives and providing support to local municipalities

1.7 LEGISLATIVE MANDATE OF THE DISTRICT

The reason of existence for the John Taolo District Municipality is contained in chapter 3 and 7 of the Constitution of the Republic of South Africa, Act 108 of 1996. Chapter 3 outlines the principles of Co-operative Government and chapter 7, provides details on the powers and functions and developmental duties of a municipality. The District Municipality further draws its mandate from policy and legislation within the following:

- White Paper on Local Government (1998)
- Local Government : Municipal Demarcations Act (1998)
- Local Government : Municipal Structures Act (1998)
- Local Government : Municipal Systems Act (2000)

1.7.1 Powers and Functions

John Taolo District Municipality's powers and functions as outlined in Section 84 (1) of the Municipal Structures Act, 117 of 1998 are as follows:

- Integrated Development Planning for the District municipality as a whole, including a framework for IDP's for the local municipalities within the area of the district municipality, taking into account the IDP's of those local municipalities.
- Bulk supply of water that significant proportion of municipalities in the District.
- Bulk electricity that affects a significant proportion of municipalities in the District.
- Bulk Sewerage purification works and main sewage disposal that affects significant proportion of municipalities.
- Solid waste disposal sites serving the area of the District as a whole.
- Municipal roads which form an integral part of road transport system for the entire area of the District as a whole.
- Regulation of passenger transport services.
- Fire fighting services serving the area of the district as a whole.
- Promotion of local tourism for the area of the district municipality.
- The receipt, allocation and if applicable the distribution of grants made to the District.
- The imposition and collection of taxes, levies and duties as related to the abovementioned functions or as may be assigned to the District Municipality in terms of National legislation.

1.8 POLITICAL AND ADMINISTRATIVE STRUCTURE

During the year under review the John Taolo Gaetsewe District Municipality had the following components Local Government; Council, Governance and Administration.

1.8.1 Council

The legislative and executive authority of the municipality resides in council headed by the Speaker. In the year under review the Council was headed by Councilor S. Mosikatsi as the Speaker. Our council consists of 17 Councillors, four (4) from Ga-Segonyana, four (4) from Moshaweng, one (1) from Gamagara and eight (8) that are directly elected to the district municipality.

Institutionally the municipalities of the John Taolo Gaetsewe area are constituted as depicted in the table below.

Table 1: Municipalities of the John Taolo Gaetsewe Area

| | JT Gaetsewe DM (DC45) | Gamagara LM (NC453) | Ga- Segonyana LM (NC452) | Joe Morolong LM (NC451) | JT Gaetsewe DMA (NCDMA45) |
|-------------------------------|--------------------------------|---------------------------|-----------------------------------|----------------------------------|---------------------------------|
| No. of Councillors | 17 | 8 | 18 | 20 | 1 |
| No. of Officials | 95 | 221 | 209 | 50 | - |

It is evident from the table above that there is a need to capacitate Joe Morolong municipality which has the lowest number of officials.

1.8.2 Governance

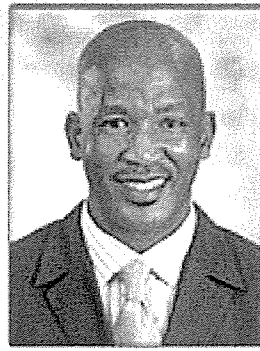
During the 2009/2010 financial year the Executive Mayor of John Taolo District Municipality was Cllr S. Gaobusiwe. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates with

assistance from the Mayoral Committee. The name and portfolio of each Member of the Mayoral Committee are listed below:

- LED, Agriculture and Tourism – Cllr. O. C. Mogodi
- Finance and Human Resources Committee – Cllr. M. Eilerd
- Social Services, Disaster Management, Safety and Security – Cllr. L. Motlhaping
- Public Participation, Infrastructure and Service Delivery – Cllr. M. Mochwari (**See council poster below**)



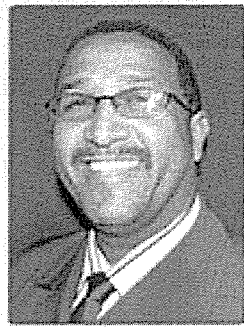
Sophia Mosikatsi
Speaker (ANC)



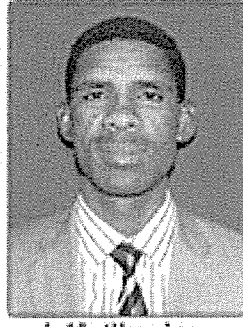
Seweditse Gaobusiwe
Executive Major (ANC)



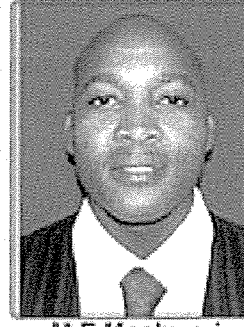
O C Mogodi
Chairperson LED,
Agriculture & Tourism
(ANC)



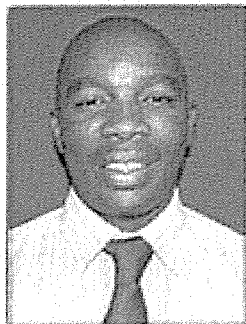
M Eilerd
Chairperson - Finance
& Human Resources
Committee (ANC)



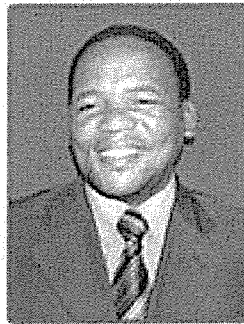
L Motlhaping
Chairperson - Social
Services, Disaster
Management, Safety
& Security(ANC)



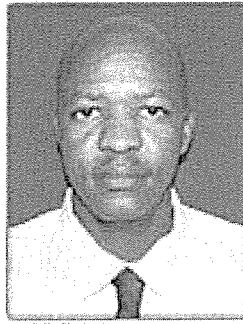
M E Mochwari
Chairperson - Public
Participation,
Infrastructure & Service
Delivery (ANC)



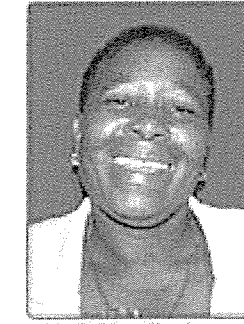
T L Seikaneng
Member - LED,
Agriculture & Tourism
(ANC)



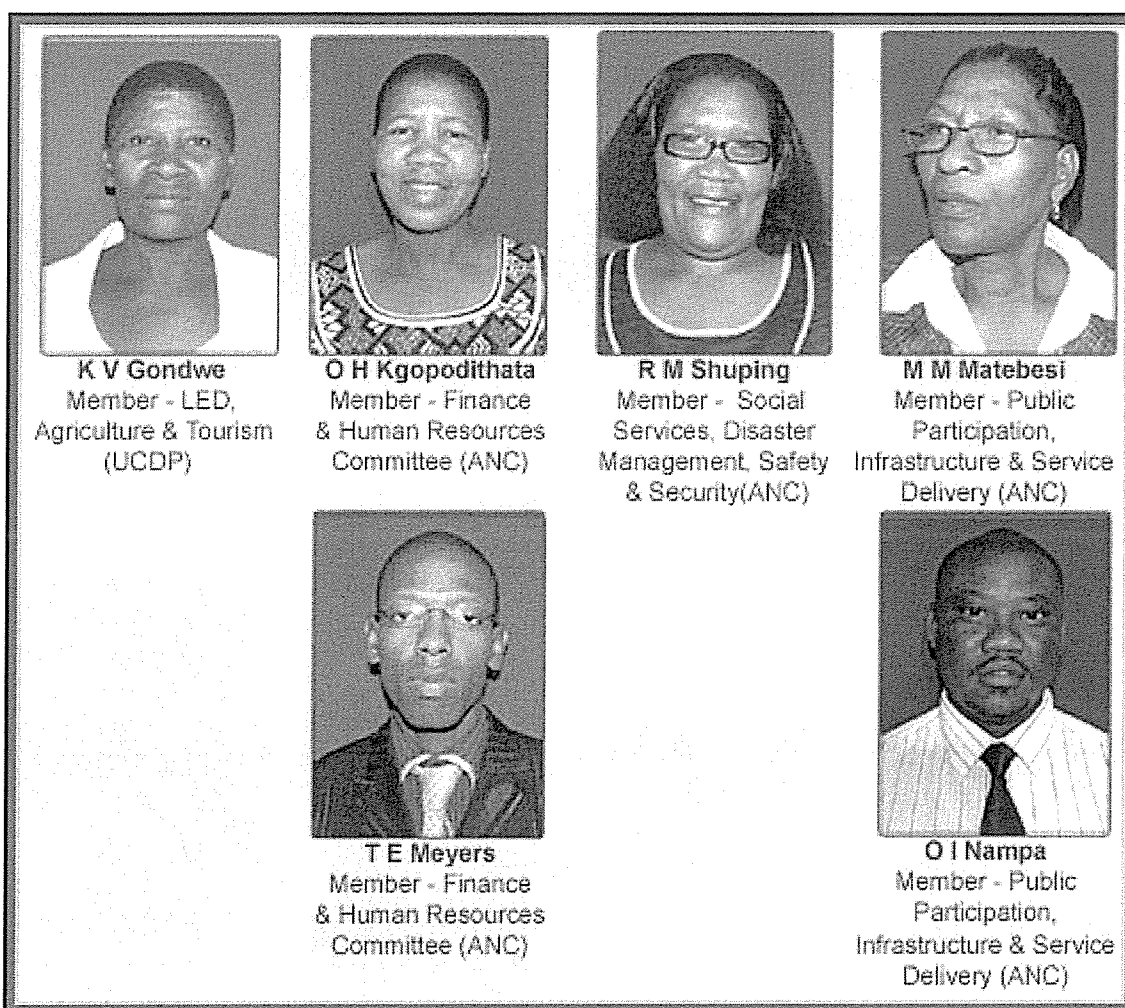
O A Gaetsewe
Member - Finance
& Human Resources
Committee (ANC)



K P Leserwane
Member - Social
Services, Disaster
Management, Safety
& Security(ANC)



K G Mosikatse
Member - Public
Participation,
Infrastructure & Service
Delivery (ANC)



The portfolio committee's primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. Section 80 portfolio committees monitor the delivery and outputs of the executive and may request departments to account for the outputs of their functions. Executive Councillors account for executive decisions and operations performed in general policy framework agreed to by Council and although the portfolio committees play an oversight role, they do not have any decision-making powers. These committees are responsible for submitting reports to Council as the Legislature.

There are additional committees that have been established and also provide an oversight role. These committees are:

- Audit Committee: This committee was established in terms of Section 166 of MFMA. It's an independent advisory body with advices Municipal Council, Municipal Manager and management. The Audit Committee focuses on the following areas:
 - Internal financial control and internal audits;
 - Risk management;
 - Accounting policies;
 - Performance management; and
 - Any other issues referred to it by the municipality.
- Budget Steering Committee – Its established to assist the Executive to execute his/her budget related duties as envisaged MFMA.

1.8.3 Administration:

The administrative component of the municipality is headed by the Municipal Manager as the accounting officer and head of Administration. The Acting Municipal Managers of John Taolo District Municipality in the year under review were Ms. S. French-Sulliman and Dr. S. Sebushe. Administration was composed of six (6) departments, namely:

- Office of the Municipal Manager – Dr. S. Sebushe (Acting) and Ms. S. French-Sulliman (Acting)
- Human Resource and Corporate Services – Dr. S Sebushe,
- Budget and Treasury Office – Ms. S. French-Sulliman,
- Community Development Services – Ms. T. Dilotsotlhe (Acting),
- Basic Services and Infrastructure – Mr. J. Roelofse,
- Local Economic Development – Ms. T. Dilotsotlhe, and
- Internal Audit – Mr. Sethibe

1.9 EXECUTIVE SUMMARY

The year under review has been marred by challenges for the Municipality. Central to these challenges was the filling of posts. The position of Municipal Manager has been vacant for the rest of the financial year and was only filled in August of the next financial year. This vacancy saw the CFO acting as Accounting Officer for a period exceeding six months. The departure of the Manager: PIMS also resulted in an un-functional unit with the unit unable to perform its strategic function.

The procurement processes also continued to pose a challenge for the Municipality. The fact that service providers are paid on work done results in payments that fall outside the financial year, with understated expenditure as a result.

The asset management process posed a challenge for the municipality. A system used by the Municipality, Pro-Mun, was not fully compliant, resulting in us getting a qualification on audits. The challenges relating to the system include the following:

- The system was not completely GRAP compliant
- The system did not calculate depreciation correctly.
- There was a problem relating to scanning where the system did not allocate unique codes to items.

The Kgalagadi Human Resource Foundation (the Foundation) continued to present an untenable situation for the Municipality. Although it was seen as an anchor project, the Municipality continued to carry the operational cost of the Foundation, resulting in unauthorised expenditure. The matter was discussed in a number of council meetings but a plausible solution to the problem could not be found in time. Because of lack of the functionality of the board of the Foundation, it was not possible to address the matters relating to the Foundation properly. In

the end, the Foundation crated an unrecoverable debt of R1.4m for the Municipality. This was finally dealt with by Council and disclosed in the Annual Financial Statements.

The governance structures of the Municipality have been in place throughout the financial year. Committees have been held regularly, leading up to council meetings taking place according to their schedule. The audit committee has been in place and functional through the year. Financial statements were submitted in time to the Auditor General but could not be submitted to the Audit Committee due to tight time lines. As such, the Audit Committee could not review the financial statements before they were submitted to the Auditor General.

In the year under review, we regressed from an unqualified report in the previous financial year to a current qualification in the year under review. We were qualified on the following matters:

- Property and plant
- Taxes
- Trade and other payables.

We are already in a position to develop an action plan to deal with issues raised by the Auditor General in our report. Included in the implementation plan are measure to address the deficiencies relating to the asset management system.

The Oversight Committee underwent training and was in position to provide an opinion on the annual report of the previous financial year. The Oversight Committee is in a position to review the annual report for this year as well.

Although financial statements reflect how public funds have been utilized, they do not concisely provide a report on performance, which translates into service

delivery. For the year under review, our performance information was also audited. Comments from the audit include the following:

- Targets not stated clearly in measurable terms.
- Comparative information – not reflecting current performance in comparison to the previous year's performance.

In Chapter 1 of the Annual Report our demographic, geographic, as well as socio-economic information, on which our planning is based, is reflected. Chapter 2 of the report highlights our challenges relating to service backlogs, as well as some of our performance highlights. In Chapter 5, our performance information is presented in more detail.

Staff development continues to be a priority for the municipality in order to meet the minimum requirements but also to capacitate officials for performance as well as reporting purposes. As will be reflected in the annual report, we continued to give more staff as well as councilors an opportunity for self development through a range of vehicles including formal development programmes and workshops.

All in all this has not been the most successful year for the Municipality, but we have overcome some challenges, which put us in a better position to achieve a better audit outcome in the next financial year. We have prepared the report in line with the MFMA guideline as well as with care to ensure that it covers all the key issues we need to report on. We hope therefore that in reading this report, the reader will be in a position to decide on the general state of our Municipality as our performance in line with our objectives.

Sipho Sebushe
Municipal Manager

CHAPTER 2:

PERFORMANCE HIGHLIGHTS

2.1 INTRODUCTION

The Municipal Systems Act (Act 32 of 2000), the Local Government Municipal Planning and the Performance Management Regulations of 2001 require municipalities to adopt a performance management system. Once the Integrated Development Plan (IDP) and budget have been prepared and approved, John Taolo Gaetsewe District Municipality prepares the Service Delivery Budget Implementation Plan (SDBIP) in accordance with the Municipal Finance Management Act (MFMA) and MFMA Circular 13. The SDBIP indicates quarterly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets.

John Taolo Gaetsewe District Municipality assessed its performance on a monthly, quarterly and annual basis and reported progress on performance against targets and ultimately presents the annual performance in this annual report. This chapter speaks to the performance highlights in terms of our achievements based on the projects it implemented.

The table in annexure A is a summary of John Taolo Gaetsewe District Municipality's objectives and shows how they are linked to the five (5) National Key Performance Areas.

2.2 BUDGET ALLOCATION

John Taolo Gaetsewe District Municipality received Grants and Subsidies to an amount of **R65,413,393** for 2009/2010 as compared to last year's (2008/2009) amount of **R49,900,000**. The grants received were utilized for operational and project purposes as per conditions of the grant. The level of grant dependency decreased from **51%** (2008/2009) - **32%** (2009/2010).

The municipality spent **R100,801,063** on various projects ranging from planning and development, housing, health, public safety, finance and administration, water, electricity, roads and transport and others for 2009/2010 financial year.

2.3 ACHIEVEMENTS

2.3.1 Local Economic Development:

1. DEVELOPMENT OF A DISTRICT LED STRATEGY

- The district, with the support of the Department of Trade and Industry developed an LED Strategy.
- Council approved the LED Strategy in November 2009.
- Established sector forums to monitor the implementation of the DGDS.

2. TOURISM

- Supported four (4) tourism SMME to participate at the Tourism Indaba in Durban.
- Developed the Tourism Marketing material.
- Participated at the Northern Cape Tourism Indaba May 2009.
- Participated at the Tourism Getaway Show.

3. AGRICULTURE

- Supported emerging farmers e.g.: Infrastructure provision through the department of Agriculture programme.

4. SMME AND COOPERATIVE DEVELOPMENT

- Facilitated capacity building for cooperatives.
- Facilitated information dissemination seminar with Khula Enterprise, the dti and SARS on SMME development.

One of the challenges that seem to be dominant with in LED is insufficient funding. Lack of funding has made it increasingly difficult to develop identified strategies in the LED as well as the District Growth and Development Strategy.

2.3.2 Basic Services and Infrastructure Investment:

- **MAIPENG BULK WATER SUPPLY** is a project that was prioritised on request from Joe Morolong LM to assist with this project that was partially funded by KUMBA. The project was funded through the district municipality's Municipal Infrastructure Grant (MIG) allocation and 385 household were serviced.
- **KORTNIGHT BULK WATER SUPPLY** is a project that was prioritised on request from Joe Morolong LM to assist with this project that was partially funded by Joe Morolong during the 2008/09 financial year. The project was funded through the district municipality's MIG allocation and 81 household were serviced.
- **BULK WATER SUPPLY AUGMENTATION FOR HOUSING PROJECTS IN GLEN RED, BOTHITHONG AND CAMDEN** is a project that was prioritised on request from Joe Morolong LM. The project was funded through the district municipality's MIG allocation and 429 households in Glenred, 413 in Bothithong and 345 household in Camden were serviced in the new housing development areas.
- **COLSTON AND HEISO WATER SUPPLY** was implemented by the district municipality's Project Management Unit (PMU), funded by Joe Morolong. 104 households were served in Colston and 105 in Heiso.
- The above projects totals 1862 households provided with access to the basic level of portable water.

The DM further supported the local municipalities' through the monthly DISTRICT WATER SECTOR MEETINGS, where all water and sanitation projects within the district is monitored. All relevant sector departments are represented on these

meetings and progress and problems are reported in an effort to assist with project management.

- The **LOGOBATE TO MENTU CONNECTOR ROAD** was identified as a priority for upgrading in the district municipality's IDP. An allocation of R5.mil was made from the district municipality's MIG budget for the construction of *Local Distributor and Connector Roads*. The Mentu to Logobate road was budgeted for R3.mil of this allocation and the connector roads to Kruisaar and Watteraar was completed.

- The **UPGRADING OF THE GRAVEL ROAD SURFACE FROM HOTAZEL TO VANZYLSRUS** commenced approximately five years ago with a trial section constructed from the junction located along the Hotazel-Blackrock main tarred



road. The road is designed as a low cost sealed (tarred) road and only some minor adjustments to smooth out irregularities and accommodate drainage are done due to the fairly low traffic volumes, as well as the traffic composition. The justification of the sealed surface upgrade of the MR886 was therefore based on providing tourism access at a lower cost on roads which did not qualify for tarred surface upgrade, based on traffic volumes. Currently the road is constructed at approximately 50% of the average road construction costs in our area, through the utilisation of the internal district municipality's resources. During the 2009/10 financial year, the Northern Cape Department of Roads and Public Works increased the initial committed of R12.mil to this project. Due to the progress on the project additional funding was allocated and 12km of road was constructed with the R20.mil funding transferred to the district municipality.

- The **ASBESTOS ROADS REHABILITATION PROGRAMME** aims to address the health and environmental risk posed by asbestos polluted gravel roads.



During the 2009/10 financial year the Northern Cape Department of Roads and Public Works increased the initial committed from R2.mil to R3,5.mil for this project.

| PROJECT DESCRIPTION | BUDGED |
|--------------------------------------|---------------|
| SPOT REGRAVELING ON ROADS MR887&D321 | 10,158,806.00 |

This is the first phase of a re-gravel/maintenance project that was completed by June 2010. 27 km of road was re-gravelled.

| PROJECT DESCRIPTION | |
|--------------------------------|--|
| Emergency repair work to MR938 | |

BHP Billiton contributed R2mil and UMK mining group R450 000 to the maintenance work required on this road.

| PROJECT DESCRIPTION | |
|-----------------------------|--|
| EDGE BREAK REPAIR TO TR 5/5 | |

ASSMANG mining group contributed R1,6mil to the maintenance work on this road.

- a) The formalisation of informal settlements, through the provision of affordable houses, is captured in the municipal strategies and IDP. This was attained through the following projects;

- 120 houses were constructed in Vanzylsrus, which were 20 units more than the initial project allocation.
- The project was managed by the district municipality's Housing Unit and a SMME contractor appointed, who utilised local labour during the project implementation.

2.3.3 Backlogs in Service Delivery

Challenges are experienced with the extension of electrical network due to capacity shortages on the ESKOM network. No additional capacity is currently available on the ESKOM network for the Hotazel and Vanzylsrus areas.

The next diagram (24) reflects the deficiencies in service levels. This shows that significant investments are required to address roads backlogs. It is important to note that these backlogs reflect the needs in the DMA area.

Diagram 24: Service Level

| Focus | Sufficiency |
|------------|-------------|
| Housing | 78% |
| Water | 91% |
| Sanitation | 87% |
| Roads | 31% |

2.3.4 Level and Standard of Service

There is an important difference between level and standard of service and this must be considered when calculating backlogs. The examples below illustrate the difference.

In relation to the provision of water, piped water to each dwelling would be considered as a high level of service whereas a communal standpipe within a walking distance of 200m from the dwelling would be considered a basic level of service. If the piped water to the dwelling was in poor repair and could not actually deliver 6KL of clean water per month, the standard would be considered as poor and in fact this should be seen as a backlog. If the communal standpipe

was in good condition and was able to deliver 6KL of clean water to every household in its vicinity, those households would not be counted as backlogs. In this example it is clear that the failure of the high level of service can actually be counted as a backlog due to the poor standard or repair.

The backlogs with regards to water and sanitation per local municipality are reflected in Table 3. This indicates a significant need in Joe Morolong and the backlogs will not be eradicated within the *National Targets Timeframe*, due to a lack of funding.

Table 3: Water and Sanitation backlogs per Local Municipality.

| Name of LM | Category (water/sanitation/ bucket) | Number of HH without basic level of service |
|-------------------|--|--|
| Joe Morolong | Sanitation | 10979 H/H |
| | Water | 6414 H/H |
| Ga-Segonyana | Sanitation | 5387 H/H |
| | Water | 6607 H/H |
| Gamagara | Sanitation | 283 H/H |
| | Water | 152 H/H |

2.3.5 Relating Backlogs to Municipal Spending on Service Delivery Infrastructure

To ensure that minimum services are provided, municipalities need to ensure that service delivery infrastructure is in place and properly maintained. This will require new infrastructure to be built and existing infrastructure to be maintained depending on the level and standard of service the municipality has decided to provide to each section of the community based on their IDP. Hence there are two components to municipal spending required to eliminate backlogs: new infrastructure and renewal of existing infrastructure. Routine maintenance of infrastructure will also be required to ensure that additional backlogs are not created.

CHAPTER 3:

HUMAN RESOURCE AND OTHER ORGANISATIONAL MANAGEMENT

3.1 INTRODUCTION

The vision of the John Taolo Gaetsewe District Municipality (the Municipality) reads as: ***“Working together towards a better life for all in the district”***.

In order to achieve this vision, we are guided by the following values and work towards inculcating them in our staff members and for them to apply these values even in their own personal lives:

- **Commitment** - to stay committed to the vision of the John Taolo Gaetsewe District Municipality and to serving the people of the district in whatever you do.
- **Development** - to strive to the development of the district and its people while also striving for own personal development.
- **Care** – to show empathy and care towards others, while striving to promote a positive working atmosphere.
- **Integrity** – to stay true to whatever you commit yourself to, performing your duties to your best abilities at all times, while conducting yourself professionally at all times.

Five service priorities have been identified in our Intergrated Development Plan (IDP)

- Basic Service delivery and Infrastructure;
- Local Economic Development;
- Municipal Transformation and institutional development;
- Municipal Financial Viability; and
- Good governance and community participation.

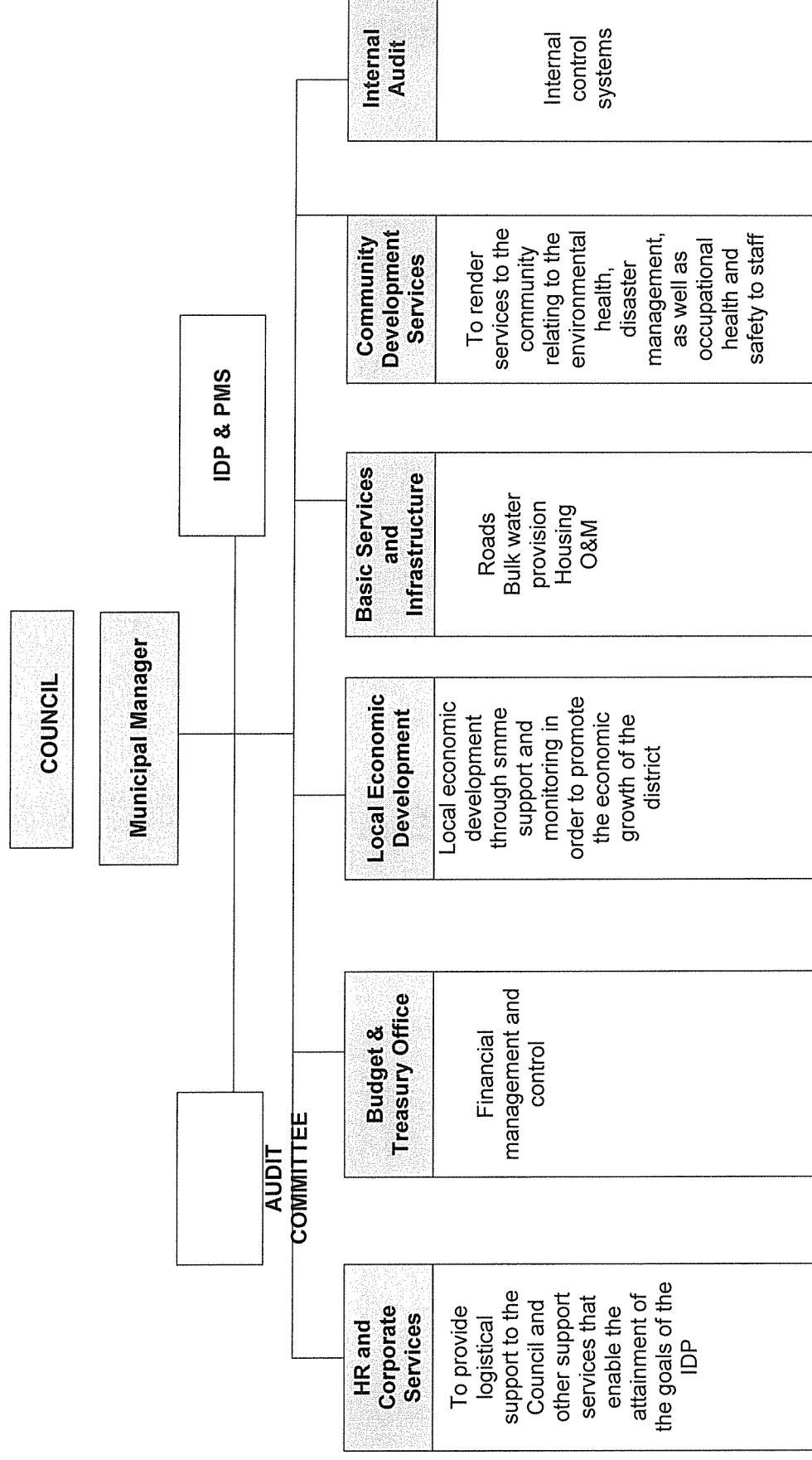
All our processes, policies, and procedures are centralised in the achievement of our vision and we see the IDP as a vehicle to propel the Municipality towards the realisation of this vision. Apart from processes, policies, and procedures; our human resources become a vital instrument in the achievement of our vision. The IDP in turn, influences our organisational structure in that only through our operations can our objectives be achieved and our vision realised. This chapter presents our organisational structure as well as how staff is utilised and development to achieve the objectives of our IDP.

3.2 ORGANISATIONAL STRUCTURE

In terms of Section 51 of the Municipal Systems Act 32 Of 2000, a municipality has to establish and organise its administration in a manner that will enable it to perform, be performance-oriented and focused on its objectives. The act further provides that the municipality must perform its functions through operationally effective and appropriate administrative units, including departments and other functional units. The organizational structure relates to all functions stipulated in the SDBIPs as informed by the IDP.

Figure 3.1: The new organizational structure of the KDM adopted in November 2007 and effected from July 2008.

Figure 3.1 : Departments in light with the SDBIPs



3.2.1 Office of the Executive Mayor

To provide administrative support the office of the Executive Mayor through the following:

- Organising the diary of the Executive Mayor and ensuring that the Executive Mayor keeps his or her appointments.
- Liaising with stakeholders on behalf of the Executive Mayor

3.2.2 Office of the Speaker

Provide administrative support the Office of the Speaker and other Councilors and the enhancement of community participation.

3.2.3 Office of the Municipal Manager

The Office of the Municipal Manager acts as a liaison between officials and political offices. In order to ensure that the relationship between the political and administrative wings is sound and maintained, the following units remained in the Office of the Municipal Manager namely; Risk Management, Policy and Research and Communication units.

- Risk Management Unit's main function is to identify and analyse risks in order to mitigate them and ensure that the organizational objectives are met.
- The Policy and Research Unit is responsible to analyse existing policies to ensure that they contribute to the Municipality achieving its organizational objectives. The role of the unit in policy formulation is to initiate policies, to communicate policies as well as ensuring that policy development meets all the standards as set out by Council.
- The Communications Unit has a responsibility of internal communication, maintaining corporate culture, as well as communicating with the public. Another responsibility of the Unit is supporting the office of the Executive

Mayor in liaison with the community and other stake holders. The Unit is also responsible for event management.

3.2.4 The HR and Corporate Services Department

The Department of HR and Corporate service provides institutional support to ensure that the organizational objectives. The Department also provides administrative support to the Council. These are achieved through:

- Administration of Council Resolutions, providing logistical support to Council, as well as providing secretarial service to management and Council.
- Performing human resource maintenance functions
- Planning and coordination of skills development for staff
- Services on information and communication technology
- Providing records management as well as land use management services.
- Provide cleaning services.

3.2.5 The Budget and Treasury Department

The department is mainly responsible for the effective and efficient management of the municipal finances. The department is comprised with the four main components in order to comply with Treasury and MFMA requirements namely:

- Expenditure
- Income
- Supply chain management
- Budget

3.2.6 The Local Economic Development Department

The department is responsible for promoting local economic growth of the district and to uplift the socio-economic status amongst communities. These are achieved through:

- Job creation through facilitation of community projects that encourage sustainable livelihood.
- Poverty reduction through identification of business opportunities and establishment of business.
- Negotiate Equity deals at the Mines in order for local communities to benefit.
- Ensure progress of the projects by offering man to – man training and aftercare services.
- Mobilise resources for projects which are in need of support from private sector and Government Departments.
- Facilitate Economic Growth job creation and poverty reductions by making environment conducive for investments.
- Facilitate redistribution of able and productive land to PDI's.

3.2.7 The Community Services

The Community Services Department performs the following functions:

- Environmental Health Services
- HIV/Aids education
- Disaster management
- Occupational health
- Transversal programmes.

3.2.8 The Basic Services and Infrastructure Department

The department is responsible for the provision of basic services such as road maintenance, bulk water, waste removal, sanitation and housing.

3.2.9 The Internal Audit Department

The Manager: Internal Audit reports directly to the Municipal Manager and functionally to the Audit Committee. The objective of the department is to evaluate the effectiveness of the internal control system.

- Conduct inspections on adherence to measures of control
- Consultation on specific services

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The overall objective of the programme of internal audit is to assist all levels of management in the effective discharge of their responsibilities by providing independent analyses, advice and recommendations concerning the activities reviewed.

The attainment of the overall objective will involve:

- Reviewing and appraising the adequacy and effectiveness of the system of internal controls;
- Appraising the relevance, reliability and integrity of management, financial and operating data and reports;
- Reviewing the systems established to ensure compliance with those policies, plans, procedures, statutory requirements and regulations which could have a significant impact on operations;
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;

- Appraising the economy, efficiency and effectiveness with which resources are employed;
- Reviewing operations or programmes to ascertain whether results are consistent with the institution's established objectives and goals and whether the operations or programmes are being carried out as planned;
- Assessing the adequacy of established systems and procedures; and
- Conducting special assignments and investigations on behalf of the Audit Committee into any matter or activity affecting the probity, interests and operating efficiency of the institution.

The department also provides support to the Mayor's Office in the budget process to execute his/her legislature requirements.

3.3 POLICIES

The existing human resources policies have been reviewed as part of Turn Around Strategy in order to deal with challenges facing the Municipality as well as to take advantage of the new opportunities that may arise.

3.3.1 Recruitment & Selection Policy

The purpose of the Dress Code Policy is to ensure that recruitment process is conducted in line with the relevant piece of legislation such as Basic Condition of Employment Act, Employment Equity Act, Municipal Systems Act, 32 of 2000 etc.

3.3.2 Leave Policy

This policy is aimed at ensuring effective leave administration in terms of Basic Conditions of Employment Act, 75 of 1997.

3.3.3 Acting Policy

The purpose of this policy is to regulate the acting of municipal personnel in vacant positions.

3.3.4 Study Assistance Policy

The purpose of the policy is to ensure that municipal personnel are supported financial to further their studies as part of capacity building program in order for them contribute positively towards the achievement of organizational objectives.

3.3.5 Individual Performance Management System Policy

The purpose of this policy is to ensure that staff performance is acknowledged and rewarded as token of appreciation.

3. 4 EMPLOYMENT EQUITY

The Municipality ensures compliance of and supports the objectives of the **Employment Equity Act, Act 55 of 1998**, which mainly is about the advancement of people from historically disadvantaged communities. The current Employment Equity Plan was adopted by Council in 2003. The plan amongst other sought to entrench 50-50 gender representation in all occupational categories. Ever since, the Municipality strived to accomplish the 50-50 principle through its recruitment processes, though not much strides were made especially at lower levels but at senior level targets were met.